



	<p>TOCAT 2006 ASSESSMENT OF NETWORKS AND INSTITUTIONS REPORT - SWAA</p>	
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Society for Women And AIDS (SWAA)

In July 2004, AWARE-HIV/AIDS supported Capacity Development of SWAA. Three executive members from SWAA were invited in Accra to participate into the AWARE orientation meeting but also to be oriented about the conduct of the Capacity Assessment to include the application of the tools as well as data collection and collation processes.

The assessment exercise was conducted by providing them with a respondent's checklists to fill under a facilitated process clarifying indicator statements as well as probing for details. This checklist contains 4 capacity domain areas including technical, organizational, marketing and resource development and skills transfer capacity. The participants were asked to assess the status or progress of the different capacity domains. These responses were ranked on a 4-point scale rated 0-3 and a column marked Not Relevant (NR).

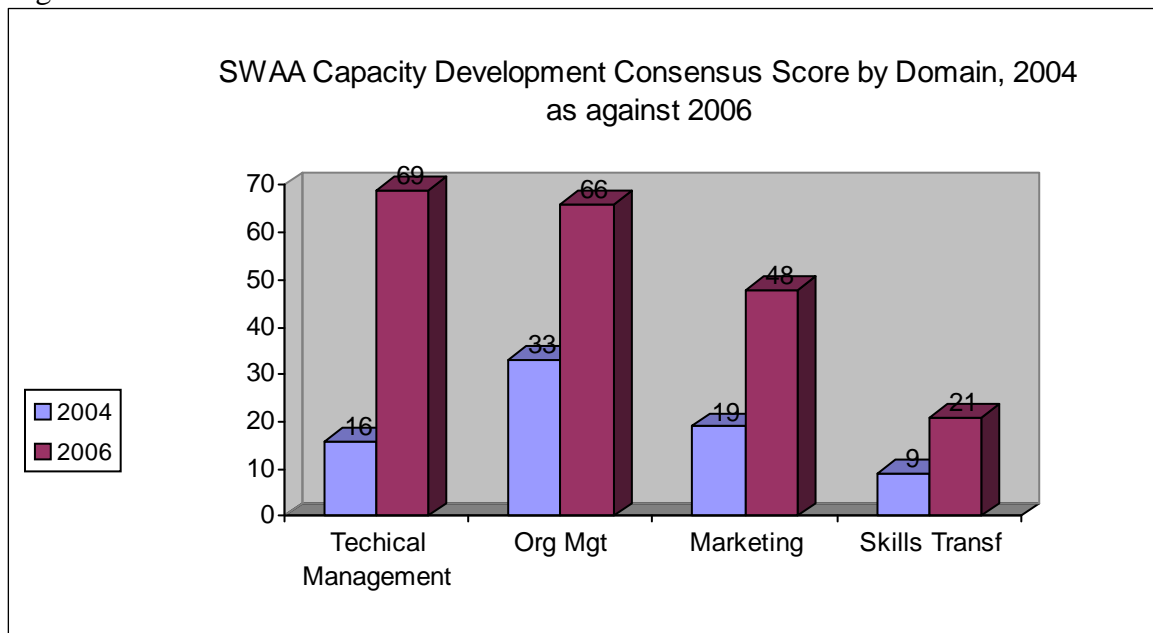
The last stage, consensus building saw participants brainstorming on issues raised in the course of their facilitated discussion. Consensus scores for each domain were then agreed upon by all participants before they were subjected to further analysis. Reasons for their respective scores, indicators of strength, areas for improvement and recommendations were deduced and recorded accordingly. An action plan was thereafter developed from each of the capacity development domain areas of the analyzed checklist.

In July 2006, 2 years after the first TOCAT exercise, AWARE-HIV/AIDS again facilitated a self-assessment of SWAA using the same TOCAT tool and methodology.

This exercise had 3 main objectives:

1. Facilitate a self-assessment of SWAA Technical and Organizational Capacity,
2. Document the progress made after the last TOCAT exercise and
3. Provide technical support for the development of a capacity building action plan for the next two years based on the results of this assessment.

Fig1



The above graphic (Fig1) indicates the consensus scores of 2004 as against 2006 of SWAA capacity. In 2004, the staff unanimously admitted that SWAA was very weak in all aspects of capacity. However, two years after tremendous improvement has been recorded in all aspects of the organization. The reason given is that in 2004, only SWAA International was assessed while in 2006, all the national branches have been considered. Also, coordination and communication have been improved.

The next sections will present the findings for each of the capacity domain assessed.

Technical management

Technical management score has increased from 16% to 69%. On paper, this looks a great achievement but SWAA explained that what accounted for this achievement was the fact that SWAA as an entity is made up of various technical officers who are experts in their various fields of endeavor and it is this technical expertise that is put at the service of the organization. Aside this, there is also the contribution of volunteers at both the international and national levels. These volunteers come with their technical expertise. It should be noted that the technical officers are in one way or the other volunteers since they do not any paid allowance.

The participants argued that the desired impact needed could only be achieved if a proper paid technical management staff is put in place. And to do this, they again mentioned as in 2004 the strong will to build capacities in the area of the technical management in order to be able to assist the national branches of SWAA.

The participants also claimed the non-existence of the appropriate technical staff to support specific interventions carried out by the branches. They did however acknowledge the immense contribution of the few volunteers. They also mentioned the no linkage between the available expertise in country and headquarters and the low functionality of most branches. There are inadequate technical supervisory, monitoring and evaluation systems in place. An internal training system is missing and there is no established ongoing system for quality assurance at the regional and branch levels. However, there are workshops and capacity building programs of other partners that the officers participate in and an annual evaluation is what is currently used to assess branch performance. There is also a bi-annual conference and skills building program.

In effect, all the points raised in 2004 are still pertinent in 2006 though some appreciable level of improvement has been registered. For instance the coordination between the national branches and the international office headquarters has improved and all the branches are somewhat keeping to quality standard. The advantage for them in this case is that they are all subjected to routine quality checks by the National Control AIDS Program of which they member in the various countries and also by the Ministry of Health.

For their recommendations, they proposed among other things the following:

1. The establishment of the West Africa Regional Coordination to be strengthened with technical staff and adequate equipment

2. The development of a quality assurance system at the regional level
3. The provision to all the projects with capacity building component
4. Capacity building in quality management for management staff and the executives of the branches
5. Training for transfer of technical competencies
6. Development and harmonization of technical tools for the national branches

The figure below (Fig2) shows the Technical Management, component by component of 2004 and 2006

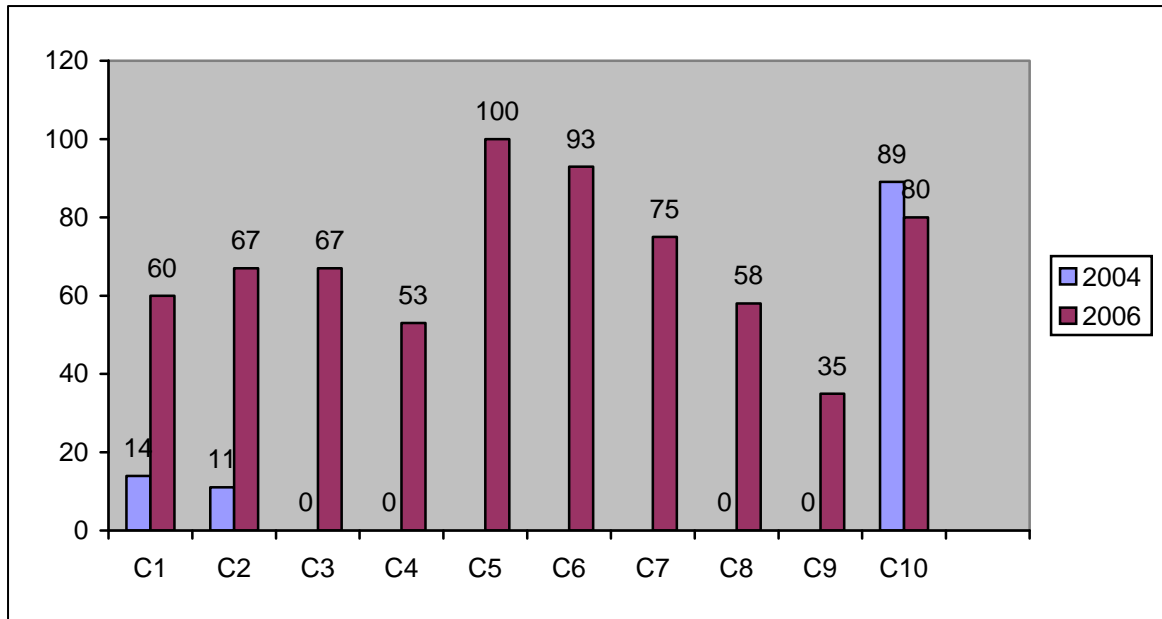


Fig2

Organizational Management

In 2004, the organizational management got the highest score of 33% from the staff. In 2006, the score has double to 66% bringing to the second best. The participants, who were made up of the Vice-president of SWAA International who is also the President of SWAA Senegal, the Regional Coordinator who is also the President of SWAA Burkina Faso and the last but not the least the Executive Director, informed that SWAA has a board in place that provides policy directions and the executive management implements the activities. They also informed about the existence of a strategic plan, the existence of job description and annual appraisal of job performance at time of renewal of contract. They declared that infrastructure and equipment are adequately maintained with good quality. Funds are properly banked and bank reconciliation done and a data base is in place.

The above-mentioned are similar to those of 2004; the only difference is that this time around, all the branches are considered. In effect, it is the branches that have given more credibility and improvement to the activities of SWAA in general.

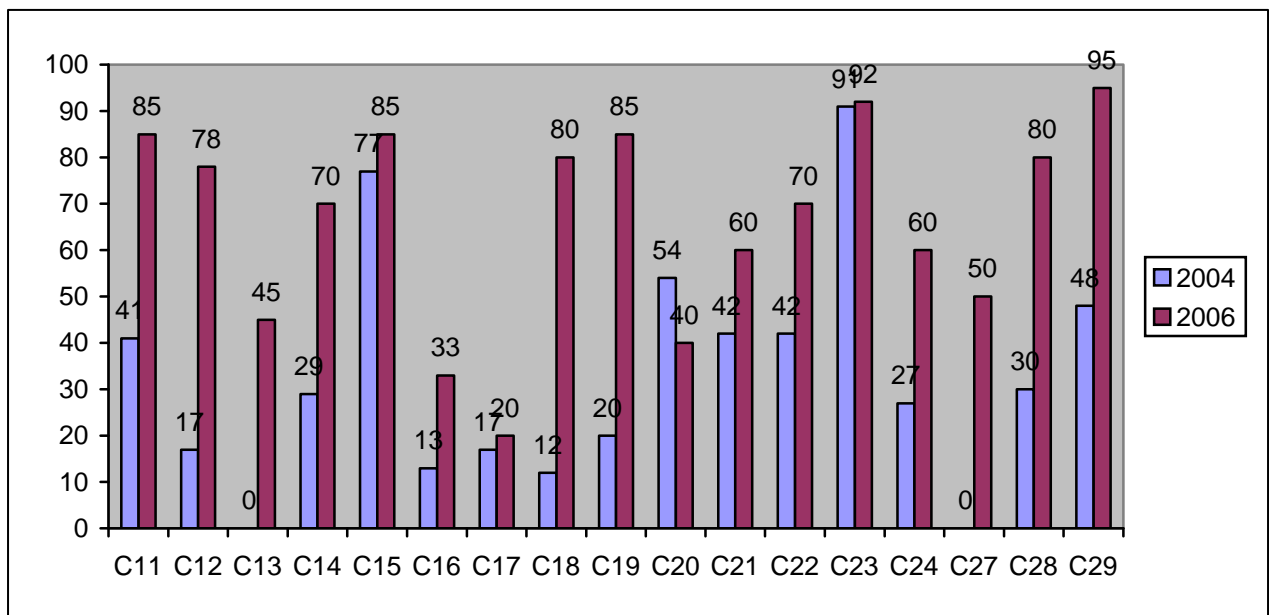
Notwithstanding this, there is the need to ensure that organizational management of SWAA is systematized. For instance:

1. All the branches have their annual action plan but the International office does not,
2. The delegation is not written; decisions are taken in an informal way,
3. No single procedure manual exists,
4. There is no Monitoring & Evaluation system in place and
5. The system of administration being used currently is not formalized.

They therefore recommended among other things for:

1. The development of all the procedure manuals that are needed for the good functioning of an organization
2. The institution of a formalized system
3. Capacity building in Communication and coordination

The figure below (Fig3) shows the Organizational Management, component by component of 2004 and 2006



"Marketing is the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods, services, organizations, and events to create and maintain relationships that will satisfy individual and organizational objectives."

If the above definition is to be used as a yardstick, then SWAA still has a lot more to do to satisfy its objectives. The overall score of Marketing and resource development obtained in 2006 is 48% as against 19% in 2004. The reason given in 2004 was that SWAA did not have a marketing and resource development strategy and plan in place.

They therefore recommended then that SWAA needed a capacity building in Marketing and Resource Development. This was provided. The participants argued that the Marketing program help them to realize that indeed, they needed to inject more energy in marketing. They were assisted to develop a marketing plan but they contended that it is a whole process and that they would need support.

They proposed that a Marketing workshop be organized for all the branches and also a Marketing & Communications Officer be recruited for both the international and coordination offices.

Some of the high marks of SWAA that is helping it to stay afloat are the following:

1. SWAA is the only Pan African Women organization and it is recognized as such by most African governments and many development partners
2. The existence of a website and other marketing materials such as leaflets, brochures, etc

The figure below (Fig4) shows the Marketing Approach, component by component of 2004 and 2006

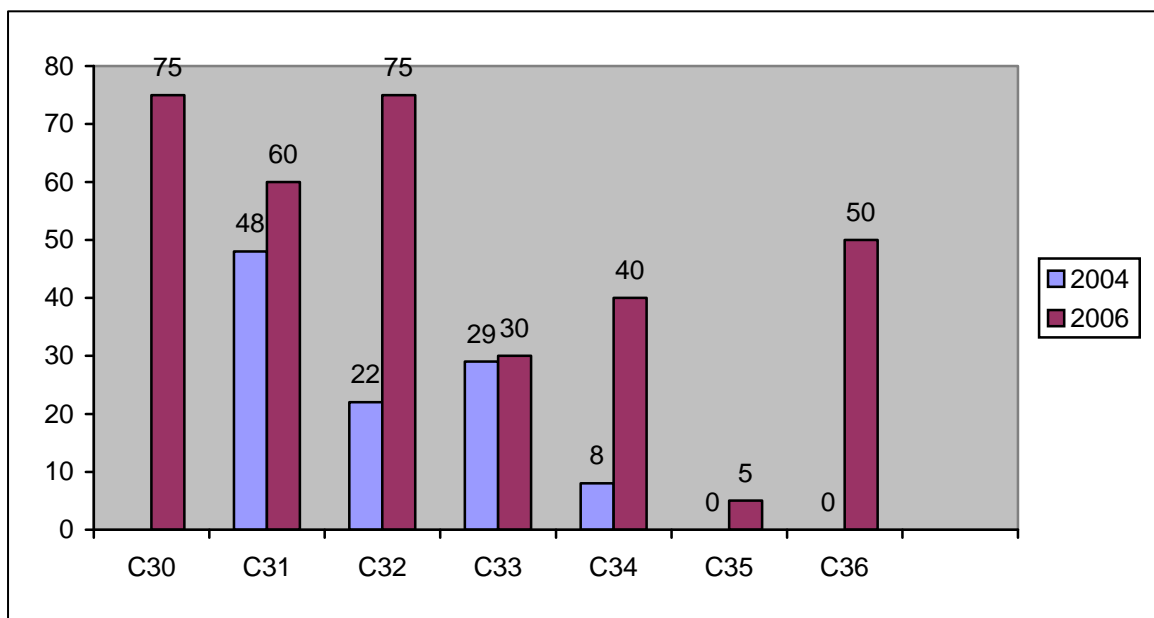


Fig4

Skills transfer approaches

In 2004, Skills transfer approaches was identified as the weakest area at SWAA as evidenced by the score of 9%. It is still the weakness in 2006 judging by its score of 21%. The reasons given in 2004 that there is no consulting service provided and there is no training scheme in place, still hold true. The participants explained that SWAA as an entity is made up of highly qualified professionals and volunteers who are all experts in their various field of endeavor and as such, they do receive invitations to provide consulting services in their individual capacity.

They however acknowledged that upon agreement, a percentage is paid to SWAA for activities.

It was recommended that (1) a redefinition of services be made so that the individual expertise could be put at the service of the organization, (2) the staff especially the volunteers be motivated with at the least the provision of office equipments, communication tools and allowances.

The participants also deplored the lack of training culture. They therefore recommended that an internal training program be instituted for SWAA where regular training programs could be held to upgrade the knowledge of the staff and volunteers.

The figure below (Fig5) shows the Capacity Development Approach, component by component of 2004 and 2006

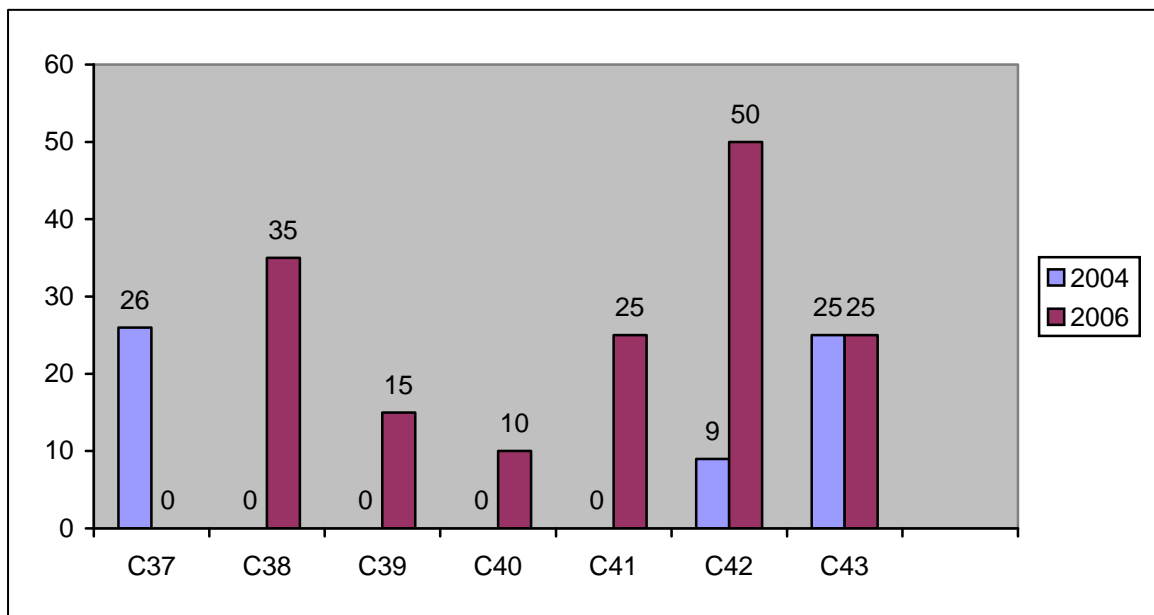


Fig5

In summary, this second TOCAT exercise revealed the following:

1. TOCAT 2004 considered only the head office while that of 2006 included the national branches
2. The national branches have become more vibrant
3. Coordination and Communication between the head office and the branches have improved
4. Active marketing has improved the visibility of SWAA international and branches
5. Internal and external controls have improved
6. The election of new executives with new and positive ideas

7. The head office and the branches have become matured and have gained more experiences, credibility as well as visibility
8. Greater confidence exhibited by development partners
9. The services of SWAA are being solicited more and more by the community
10. Improved networking

Challenges:

1. Crucial lack of technical staff especially the regional coordination office. Technical staff such as Program Manager, Marketing & Communications Officer, etc.
2. Lack of technical tools such as procedure manuals
3. The regional coordination and most of the branches do not have offices. Eg : The Gambia, Liberia
4. No motivation which is the cause of high staff turnout

Recommendations

The recommendations of SWAA could be summarized as follows:

1. Support in recruiting qualified technical staff
2. Support in the acquisition of offices
3. Support in the acquisition of the requisite equipment
4. Capacity building in Marketing and Management
5. Support to develop tools such as procedure manuals, job description, technical tools, etc.

SWAA is of the opinion that if the above recommendations are implemented, their activities would be improved.

ANNEXURES

ANNEXURE 1

Table: Summary of Group Consensus Scores, Reasons for Scores, Indicators of Strength and Improvement

Component	Group consensus score in 2006	Reason for Consensus Score	Strength	Indicator of Improvement
PART 1 – TECHNICAL MANAGEMENT =				
1. Number, Mix and Capacity of Technical Staff	60	<ul style="list-style-type: none"> - The consensus percentage takes into account all the country branches 	<ul style="list-style-type: none"> - The national branches are now more active and visible - The availability of regional coordinators who now see to the regional activities 	<ul style="list-style-type: none"> - Strengthen the West Africa Regional Coordination with technical staff and adequate equipment
2. Technical Quality Standards	67	<ul style="list-style-type: none"> - Two (the Vice President and Executive Director) of the three participants scored 67% each and upon explanation, it came out if all the national branches are considered, then the score reached is acceptable 	<ul style="list-style-type: none"> - The branches are all members of NACCs - The branches are all subjected to rigorous quality checks at regular intervals 	<ul style="list-style-type: none"> - Standardized tools for SWAA International which will later be harmonized at all the 40 branches (16 in West Africa)
3. Technical Supervision	67	<ul style="list-style-type: none"> - Technical supervision at the SWAA International is good unlike at the branches - Only 3 out of 11 	<ul style="list-style-type: none"> - National branches are now active and visible - Election of the board of directors (13 members) 	<ul style="list-style-type: none"> - Provide all the projects with capacity building component - Motivate the volunteers

		<p>board members are available to conduct or advise on any issue</p> <ul style="list-style-type: none"> - SWAA does not operate at full capacity 	<ul style="list-style-type: none"> - Nomination of regional coordinators - Improvement in the coordination between SWAA International and the branches 	
4. Internal Training and Mentoring	53	<ul style="list-style-type: none"> - It concerns more the national branches - The members of the board of directors have all been trained 	<ul style="list-style-type: none"> - The national branches have made training part of their activities - The members of the board of directors have all been trained 	<ul style="list-style-type: none"> - Training for the following: - Staff at the International Office - Specialized training for the various committees of the board
5. Client Communications and Feedback	100	<ul style="list-style-type: none"> - All the branches are actively solicited by the communities which are their privileged clients 	<ul style="list-style-type: none"> - SWAA is actively involved and is a pioneer in the fight against HIV/AIDS - SWAA is actively sought after by the communities 	<ul style="list-style-type: none"> - Continue to advocate for care and support for women, the youth and infants infected or affected by HIV/AIDS
6. Community Involvement	93	<ul style="list-style-type: none"> - The activities of the branches respond adequately to these criteria. - SWAA branches are actively involved with the communities 	<ul style="list-style-type: none"> - Active participation in the activities in the communities - Training of peer educators - CAP investigations 	<ul style="list-style-type: none"> - SWAA must document its practices and disseminate them regularly to all its members
7. Service Delivery Organization	75	<ul style="list-style-type: none"> - SWAA is a whole entity and it is the national branches that perform the activities - The branches have reached maturity, gained 	<ul style="list-style-type: none"> - The leadership at the branch level has improved 	<ul style="list-style-type: none"> - The documentation of the best practices must be made available at the International office for their harmonization at all the branches

		experience, credibility and visibility		- Hiring of permanent technical experts at the regional office
8. Quality Assurance	58	<ul style="list-style-type: none"> - The branches that perform the activities are subjected to quality control of the NACCs and the Ministry of Health 	<ul style="list-style-type: none"> - Communication and coordination have been improved - Increased credibility and confidence 	<ul style="list-style-type: none"> - Improve communication and coordination by equipping the regional office with adequate tools - Build capacity in quality management for management staff and the executives of the branches (sensitization, training)
9. Technical Program Planning and M&E	35	<ul style="list-style-type: none"> - A strategic plan exists but it is not evaluated - No M&E tools for specific projects - No proper feedback to clients 	<ul style="list-style-type: none"> - Existence of a strategic plan - Annual Monitoring & Evaluation for the branches 	<ul style="list-style-type: none"> - Compulsory and regular evaluation of the strategic plan - M&E included and budgeted in all the projects - Restitution of the results to clients - Internal and external M&E
10. Technical Networking	80	<ul style="list-style-type: none"> - SWAA is involved in all national meetings related to HIV/AIDS with other organizations 	<ul style="list-style-type: none"> - SWAA is member of NACCs and OPDAS (Technical Committee of the Organizations of First Ladies in the fight against HIV/AIDS) 	<ul style="list-style-type: none"> - Maintain and strengthen this achievement with a wide dissemination and a documentation at both the national and international levels of SWAA
PART 2 – ORGANIZATIONAL MANAGEMENT				
11. Governance	85	<ul style="list-style-type: none"> - New board of directors were elected 	<ul style="list-style-type: none"> - New board of directors were elected 	<ul style="list-style-type: none"> - Reference document for job descriptions must be available at

		<ul style="list-style-type: none"> - All the positions are filled including that of regional coordinators - The branches are reorganized 	<ul style="list-style-type: none"> - All the positions are filled including that of regional coordinators - The branches are reorganized - The existence of an organigram - The existence of an internal rules and procedures - Existence of a document acknowledging the branch offices 	the regional office
12. Strategic Planning	78	<ul style="list-style-type: none"> - All the branches have a strategic plan 	<ul style="list-style-type: none"> - Existence of a strategic plan 	<ul style="list-style-type: none"> - The strategic plan of the International office must be revised and evaluated periodically
13. Strategic Monitoring	45	<ul style="list-style-type: none"> - The strategic plan of the International office has not been studied and reviewed by the new board - The geographical coverage of SWAA makes it difficult to have an effective monitoring and evaluation of all the projects 	<ul style="list-style-type: none"> - All the new action plans have made provisions for fields visits for M&E 	<ul style="list-style-type: none"> - Advocacy to partners for support in M&E considering the wide coverage

14. Operational Planning	70	<ul style="list-style-type: none"> - All the branches have their annual action plan but not the International office - The branch offices are required by their partners to produce an action plan each year 	<ul style="list-style-type: none"> - Action plan available at all the branches and also with the partners 	<ul style="list-style-type: none"> - Filing of all action plans of the branches at the International office - Development of an annual action plan at the head office which will then be disseminated to all the branches
15. Structure: Roles and Responsibility	85	<ul style="list-style-type: none"> - Existence of internal rules and procedures for the head office and the branches - Availability of job descriptions for the Executive and many branches 	<ul style="list-style-type: none"> - Organigram disseminated - Job descriptions documented and filed 	<ul style="list-style-type: none"> - Ensure the respect of clauses in internal rules and regulations - Standardization of job descriptions
16. Structure: Delegation of Authority and Decision-making	33	<ul style="list-style-type: none"> - The delegation is not written - Decisions are taken in an informal way 	<ul style="list-style-type: none"> - Non-existence of procedure manuals (<i>weakness</i>) 	<ul style="list-style-type: none"> - Support in developing procedure manuals for the head office and the branches
17. Staffing and Human Resource Management	20	<ul style="list-style-type: none"> - SWAA operates since its inception mainly through volunteers - Branches are now fully developed and are in dire need of qualified and permanent staff - Salaries are not paid by partners 	<ul style="list-style-type: none"> - High turnout of staff due lack of motivation - Difficulty in getting volunteers due to lack of motivation - Few volunteers are skilled 	<ul style="list-style-type: none"> - Possibility of staff and payment of salaries by the partners - Advocacy to government to subsidy some administrative charges such as rent, utility bills, etc.
18. Regional Presence/Geographical Coverage	80	<ul style="list-style-type: none"> - All the branches are now actives and visible - Existence of 40 	<ul style="list-style-type: none"> - Visibility of the national branches - Active participation and involvement of 	<ul style="list-style-type: none"> - Strengthen the regional structure by way of staffing and equipment

		branches of which 16 are in West Africa	the branches - Regional coordinators	
19. Partnering and Networking	85	<ul style="list-style-type: none"> - Partners favor networking with organizations with the same objectives - Networking is efficient at both the international and national levels 	<ul style="list-style-type: none"> - Capacity building through partnership with AWARE-HIV/AIDS, UNFPA, UNAIDS - Common program submitted to the Global Fund by HACI-Senegal and SWAA-Senegal 	<ul style="list-style-type: none"> - Encourage networking
20. Adequacy of Physical Infrastructure	40	<ul style="list-style-type: none"> - Absence of offices for the regional coordination - Some national offices are in bad state - Sharing of offices 	<ul style="list-style-type: none"> - Absence of offices for the regional coordination - Some national offices are in bad state - Sharing of offices 	<ul style="list-style-type: none"> - Advocacy to governments to provide offices - Acquisition of land to build permanent offices for SWAA
21. Financial Planning and Budgeting	60	<ul style="list-style-type: none"> - Only the countries having permanent partners can plan their budget 	<ul style="list-style-type: none"> - Financial reports - Draft procedure manual - Countries with permanent partners have also a financial plan 	<ul style="list-style-type: none"> - Development of procedure manuals - Work towards the sustainability of activities and their funding
22. <i>Cash and Banking</i>	70	<ul style="list-style-type: none"> - Transparency because all the transactions are made through the bank - Existence of documents justifying funding 	<ul style="list-style-type: none"> - Existence of a bank account - There are 2 signatories to the account - Existence of supporting documents 	<ul style="list-style-type: none"> - Revision of financial procedures
23. Accounting and Record Keeping	92	<ul style="list-style-type: none"> - Monthly reconciliation 	<ul style="list-style-type: none"> - Bank documents available 	<ul style="list-style-type: none"> - Formalize procedures

		- Documented and justified expenses	- Supporting documents available - Audit report	- Encourage financial audits (internal and external)
24. Procurement	60	- Procedures exist but are not formalized	- At least 3 pro-forma invoices are required	- Development of procedure manual
25. <i>Distribution, Stock and Inventory Management</i>	NOT RELEVANT IN THE CASE OF SWAA			
26. <i>Quality Assurance for Critical Drugs, Equipment and Supply</i>				
27. <i>Data Collection Systems</i>	50	- Improvement in coordination - Annual reports of all the branches are sent to SWAA International - Annual evaluation of activities of the branches	- Evaluation reports	- Strengthen coordination - Strengthen communication tools
28. <i>Data Use and Culture of Information</i>	80	- Since the general assembly of November 2005, all the branches have been sending their annual reports to the head office	- Annual evaluation - Annual reports of all the branches	- Strengthen the regional coordination - Strengthen the culture of information and communication
29. Stakeholder Communications and Reporting	95	- Coordination improved	- Reports at the International office are disseminated	- Establish and equip regional offices - Support in the writing and dissemination of

				reports at the regional level
PART 3 - MARKETING				
30. Market Awareness and Strategy	75	<ul style="list-style-type: none"> - Awareness is 100% at the head office but some country branches are still passive 	<ul style="list-style-type: none"> - Logo - Brochures - Web site - Other marketing materials 	<ul style="list-style-type: none"> - Organize a Marketing workshop for all the branches - Ensure that all the branches adhere to decisions taken through supervision visits and communication with the coordinators - (PRIORITY)
31. Marketing Modes/Channels	60	<ul style="list-style-type: none"> - Use of the media - Efficient networking - Use of traditional communicators (chief linguist, women at a durbar, etc) 	<ul style="list-style-type: none"> - Organization of SWAA Conference every 2 years - Journalists affiliated to SWAA 	<ul style="list-style-type: none"> - Ensure the follow-up of the networking with the journalists - Ensure the sustainability of the collaboration with the journalists and traditional communicators through training and supervision - (PRIORITY)
32. External Image and Promotion	75	<ul style="list-style-type: none"> - SWAA Conference - Regular mobilization of the branches during global events - Press releases 	<ul style="list-style-type: none"> - SWAA Conference - Regular mobilization of the branches during global events - Press releases 	<ul style="list-style-type: none"> - Recruitment of Marketing & Communication Specialists for both the head office and the regional coordinating office - (PRIORITY)
33. Resource Development /Proposal Management	30	<ul style="list-style-type: none"> - Lack of qualified technical officers at all levels 	<ul style="list-style-type: none"> - Lack of qualified technical officers at all levels - <i>However, this shortfall is being compensated for by the few volunteers who have the requisite skills</i> 	<ul style="list-style-type: none"> - Provision of functional human resources such as technical officers, program officers, among others - Capacity building in the development of projects

				- (PRIORITY)
34. Pricing Policy	40	<ul style="list-style-type: none"> - Projects are budgeted for and audited - Many of the points are not relevant to SWAA 	<ul style="list-style-type: none"> - Audit reports 	<ul style="list-style-type: none"> - Standardization of the general fees - Develop a pricing policy acceptable and applicable to all
35. Marketing Implementation	05	<ul style="list-style-type: none"> - The Marketing Plan is not uniform 	<ul style="list-style-type: none"> - Lack of personnel 	<ul style="list-style-type: none"> - Capacity building in Marketing for all the branches - Recruitment of staff - (PRIORITY)
36. Core Skills In Presentation and Representation	50	<ul style="list-style-type: none"> - Not all the staff has the requisite skills 	<ul style="list-style-type: none"> - The few who have the competency are very skilled in their field of endeavor 	<ul style="list-style-type: none"> - Practical training: - How to prepare a PowerPoint Presentation - How to speak in public without stage fright - How to use communication tools - (PRIORITY)
PART 4 – CAPACITY DEVELOPMENT APPROACH				
37. Consulting Services Quality	0	<ul style="list-style-type: none"> - Consulting services are not done in the name of SWAA 	<ul style="list-style-type: none"> - - 	<ul style="list-style-type: none"> - Put the individual expertise at the service of the organization
38. External Training Quality	35	<ul style="list-style-type: none"> - Applicable to only some country branches 	<ul style="list-style-type: none"> - Tools of some branches are available 	<ul style="list-style-type: none"> - Development of training tools (guide, manual, etc) - Setting up of a documentation centre at the head office as well as all the regional offices
39. Training and Technical Assistance Planning	15	<ul style="list-style-type: none"> - No regular update is performed by the organization - No qualified personnel 	<ul style="list-style-type: none"> - Each branch perform its own update 	<ul style="list-style-type: none"> - Recruitment of a Marketing & Communications Officer - Recruitment of an IT Officer
40. Coaching	0	<ul style="list-style-type: none"> - No formal system 	<ul style="list-style-type: none"> - Only few volunteers 	<ul style="list-style-type: none"> - Provision of human

and Mentoring		in place to undertake such activity	ensure the performance of this activity	resources - Development of procedure manuals
41. Materials and Tools	25	- SWAA has no documents nor tools to her credits	- Materials and tools from some partners such FHI, AWARE-HIV/AIDS are used	- Establishment of a documentation centre - Recruitment of a librarian - Development of tools
42. Technology for Capacity Development	50	- Most of the branches are not equipped - Some do not even have offices	- Some branches are fully equipped	- Support in equipping all the branches - Training of the staff in Information Technology (the use of the new communication tools such internet, etc.) - (PRIORITY)
43. Comprehensiveness of Approach	25	- No procedure manuals	-	- Development of procedure manuals

ANNEXURE 2

SWAA Oct 2006 – September 2008 Action Plan

PRIORITE	Recommendation	Priority level (1, 2, 3)	For Priority 1 only – What specific actions will be taken to implement recommendation?	Officer responsible for the monitoring and evaluation of the implementation	Completion date	Resources needed	Indicators - Process - Output or outcome
	Appui au recrutement du personnel qualifié.	1	<ul style="list-style-type: none"> - Recrutement et appui de paiement de salaire au moins de 2 ans pour les chargés de Programme, Marketing et Communication, M&E pour bureau international - Le recrutement et appui de paiement de salaire au moins de 2 ans pour la secrétaire 	SWAA International	Fin décembre 2006	<ul style="list-style-type: none"> - Fonds - Ressources humaines 	<ul style="list-style-type: none"> - Personnel recruté (3) for SWAA International - Le personnel recruté (5)

			exécutive, les chargés de Programme, Marketing et Communication				
	Appui à l'acquisition de locaux propres et/ou permanents pour le bureau régional	1	Acquérir un bureau régional (acheter ou louer)	Coordination régionale de SWAA AO	Septembre 2006	- Fonds	- Le bureau régional de la SWAA AO est mis en place et fonctionnel
	Appui à l'acquisition de locaux propres et/ou permanents pour les branches – Guinée, Mauritanie, Cote d'Ivoire, Togo, Bénin, Gambie.....	1	Appui les visites de coordinatrices régionales dans les pays pour les aider au plaidoyer en vue d'obtenir les locaux	Coordination régionale de SWAA AO	Début 2007	- Fonds	- Mission accomplie - Rapport de mission
	Appui à l'acquisition d'équipements adaptés	1	- Achat d'ordinateurs, téléphone, fax, et autres équipements de bureau (photocopies)	SWAA International	Septembre 2006	- Equipements - Recyclage	- Les équipement s existent dans les bureaux et sont utilisés - Le

			<ul style="list-style-type: none"> - Installation du système internet, - Subvention des coûts de communication - Recyclage du personnel à l'utilisation du matériel 				personnel formé
	Renforcement des capacités pour le marketing, la gestion	1	<ul style="list-style-type: none"> - Atelier de formation en Marketing pour les présidentes des branches - Atelier de gestion pour les pays branches - Elaboration du manuel 	SWAA International	Mars 2007	- Fonds	<ul style="list-style-type: none"> - Programmes de renforcement de Capacité mis en œuvre - Rapport de programme ou atelier
	Appui à l'élaboration des outils incluant les manuels de procédure, description des	1	<ul style="list-style-type: none"> - Recruter un consultant pour développer les manuels de procédures pour le bureau 	SWAA International	Septembre 2006	- Consultant	<ul style="list-style-type: none"> - Manuels de procédures développés

	fiches de postes, outils techniques...		international et régional				

1: High priority

2: Medium

3: LOW